

2001-2003 Biennial Report



Department of Transportation
State of Wisconsin

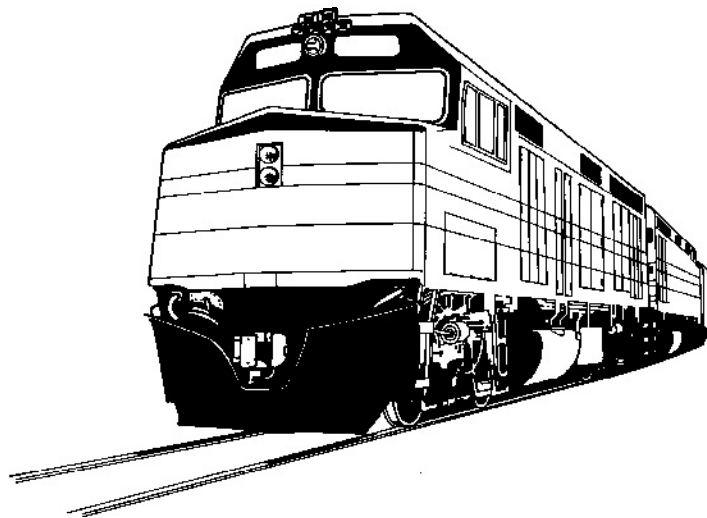
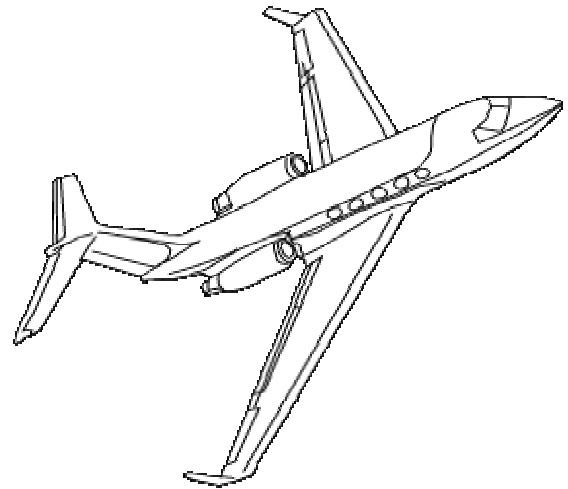


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Transmittal Memo
Report of the Secretary
Wisconsin Department of Transportation

October 15, 2003

TO: The Honorable Jim Doyle, Governor of Wisconsin
Members of the Legislature
People of Wisconsin

The attached 2001-03 Biennial Report describes the scope and nature of activities of the Wisconsin Department of Transportation (DOT) during the past two years. The report outlines the Department's organization, reviews performance and operation, and describes the Department's goals and objectives for the 2003-2005 biennium.

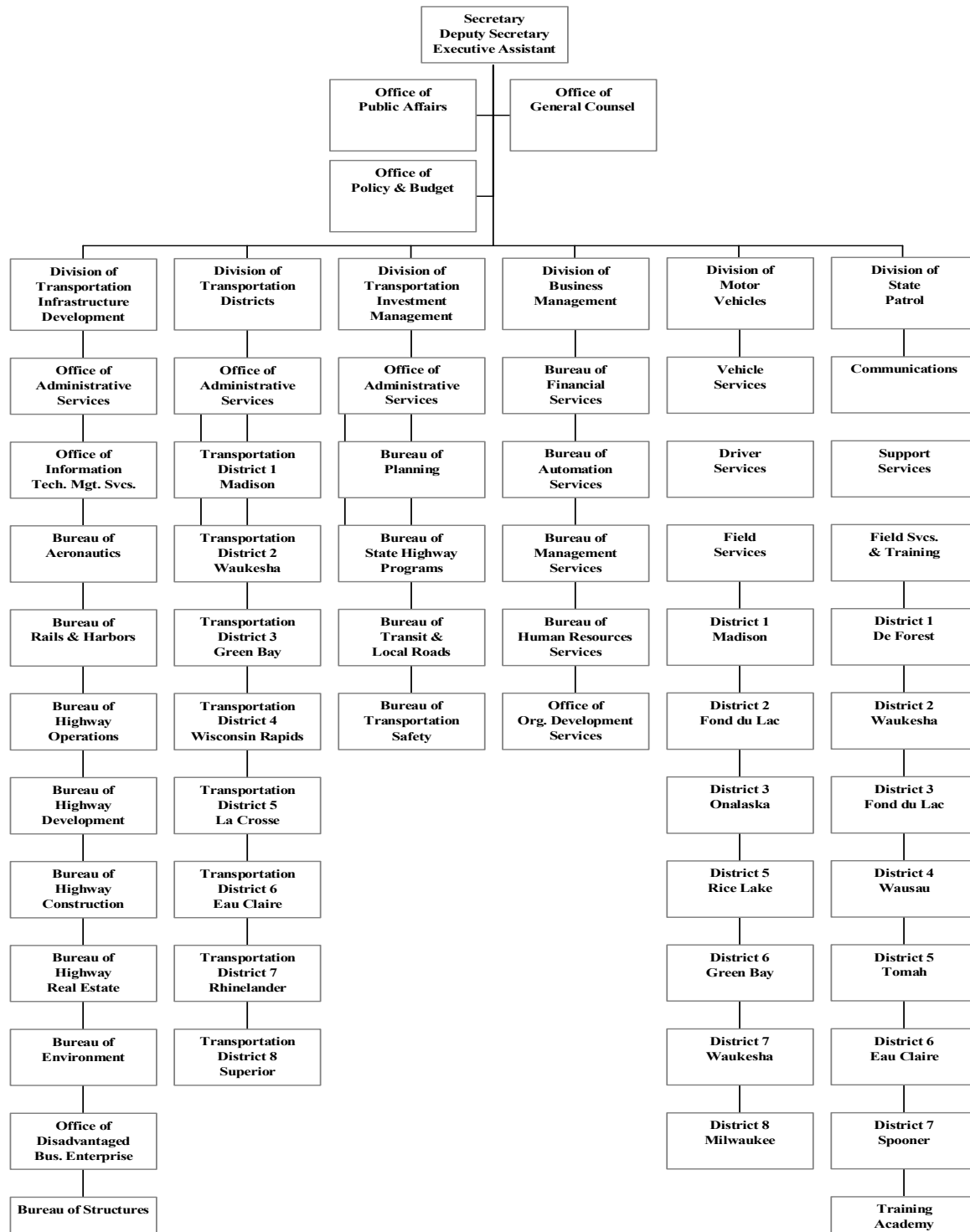
I believe the report provides a good summary of DOT's role and responsibilities in state government. It also captures the Department's progress in fulfilling the roles and responsibilities authorized and mandated by the Legislature, and reflects the considerable influence recent strategic planning efforts have had on departmental operations.

Inquiries and comments about the Department's programs and services are welcomed. Key contact persons are listed on page 18 of this report.

Frank J. Busalacchi

Frank J. Busalacchi, Secretary
Department of Transportation

Department of Transportation Organization Chart



Department of Transportation

DOT's Strategic Directions

Mission

Provide leadership in the development and operation of a safe and efficient transportation system.

Vision

Dedicated people creating transportation solutions through innovation and exceptional service.

Values

Accountability – Being individually and collectively responsible for the impact of our actions on resources, the People we serve, and each other.

Attitude – Being positive, supportive and proactive in our words and actions.

Communication – Creating a culture in which people listen and information is shared openly, clearly, and timely - both internally and externally.

Excellence – Providing quality products and services that exceed our customers' expectations by being professional and the best in all we do.

Improvement – Finding innovative and visionary ways to provide better products and services and measure our success.

Integrity – Building trust and confidence in all our relationships through honesty, commitment and the courage to do what is right.

Respect – Creating a culture where we recognize and value the uniqueness of all our customers and each member of our diverse organization through tolerance, compassion, care and courtesy to all.

Teamwork – Creating lasting partnerships and working together to achieve mutual goals.

From these eight core values six emphasis areas were chosen to guide business planning in each of the divisions. These emphasis areas are maintain a quality workforce, anticipate and meet our customers' needs, increase efficiency, promote transportation safety, foster a comprehensive view of transportation needs, and strengthen partnerships.

Office and Division Reports

Executive Offices

The Department Secretary plans, directs, coordinates, and executes the statutory assignments of the Department of Transportation (DOT), making departmental appointments according to state law. The Secretary is the Governor's designated highway safety representative and gubernatorial secretary of the Mississippi River Parkway Commission.

The **Office of the Secretary** provides overall direction to DOT's programs, with the goal of providing adequate, efficient, and environmentally sound movement of goods and people. The Secretary submits DOT's budget to the Governor, directs the legislative program and develops long-range plans for transportation development and maintenance.

The **Office of General Counsel (OGC)** provides legal advice, counsel, and assistance to the Secretary and divisions of DOT. OGC coordinates legal affairs with the Governor's Office, the Department of Justice, the Department of Administration and other local, state, and federal offices. OGC researches and prepares legal opinions and administrative rules, researches and drafts proposed legislation, and assists the Secretary's Office in identifying needs and formulating the Department's legislative program.

The **Office of Public Affairs (OPA)** provides a wide range of public communications services and oversees the planning of statewide public involvement programs, news conferences, and public information meetings to announce and explain DOT's programs and policies. OPA assists the Secretary's Office in communicating its position on key state and federal policy, planning, and budget initiatives. It coordinates transportation-related public appearances and events by the Governor and Secretary; provides media and public relations support to the

divisions; and disseminates information to the public through a variety of means.

The **Office of Policy and Budget (OPB)** coordinates policy issues for the Secretary's Office. It staffs inter-agency task forces and major study committees. OPB works with congressional staff, federal agencies, and other state DOTs analyzing major policy issues. OPB manages the development of DOT's biennial budget, analyzes DOT budget issues, prepares DOT's formal budget submission and provides explanation to the Governor, the Legislature, stakeholder groups and the public while the budget is under review. It also manages the Department's implementation of the biennial budget through an internal operating budget process.

Division of Transportation Investment Management

The mission of the Division of Transportation Investment Management (DTIM) is to plan and program the use of resources to achieve a safe, effective, and efficient inter-modal transportation system. DTIM is committed to fostering internal and external partnerships, increasing efficiencies, and improving transportation safety.

2001-03 Performance

State Planning Efforts. DTIM completed the State Pedestrian Policy Plan; prepared a Transportation Planning Resource Guide, which provides communities with basic information needed to develop the transportation element of their comprehensive plan; conducted an outreach effort that identified key rail “issues and opportunities” that will serve as the foundation for the rail component of the next all-mode plan; and finalized the State Highway Plan.

Delivery of Federal and State Local Transportation Dollars. Over \$262 million in Surface Transportation Program (STP)-Urban, (STP)-Rural, and Local Bridge funds was provided to local units of government for improvements on locally owned roads and bridges. An additional \$55 million in federal and local funds was approved for the three multi-modal programs - Congestion Mitigation and Air Quality (CMAQ), Local Transportation Enhancements (TE), and STP-Discretionary (STP-D) - during the biennium. Over \$784 million was provided for 5,415 projects through the seven state funded programs.

Local Roads and Streets Council (LRSC) Outreach Tools. DOT developed formal outreach tools that provide local communities with information on the local road system: the LRSC Newsletter, a Council brochure,

and a Council web page. The newsletter, brochure, and web page provide local communities with the opportunity to research issues and independently find answers to their local road questions.

LRSC/DOT/DNR Sponsored Workshop - Transportation and the Environment. A total of 45 representatives from local governments, DOT staff, Department of Natural Resources (DNR) staff, and private sector transportation and environmental stakeholders met in 2003 to address specific problems with the delivery of local projects and environmental oversight. Meeting recommendations include: (1) establish single points of contact in DNR and local government; and, (2) increase education, training, and outreach for all parties involved in the delivery of transportation projects. Benefits of the changes include increased efficiency, improved compliance with environmental regulations, and the development of strong partnerships.

Pavement Condition Ratings. Wisconsin Statute requires all communities to rate the condition of their roadways every two years and submit the pavement ratings to DOT. The information will assist local governments in identifying improvement priorities and will also provide a statewide assessment of conditions and needs. The first pavement rating submittal deadline of December 15, 2001, had a 99% compliance rate.

Wisconsin Employment Transportation Assistance Program (WETAP). WETAP, a jointly administered program with the Department of Workforce Development (DWD), connects low-income workers with and helps employers access workers. In 2002, over 648,000 rides were generated through 62 projects, which received \$6.8 million in WETAP funds.

Delivery of Transit Dollars. Over \$191.1 million in state operating assistance and \$33.4 million in congressionally earmarked federal discretionary capital funds, were provided to over 60 bus and shared-ride taxi systems in the last biennium. In addition, the Specialized Transportation Assistance Program for Counties provided \$15.6 million to support more than 6.5 million trips for the elderly and disabled. Under the Elderly and Disabled Capital Assistance Program, 154 vans and buses were purchased for \$5.0 million in state and federal funds.

Socioeconomic Impact Analysis. A study of the socioeconomic impact of public transportation to the healthcare, education, and service sectors was completed. The study also examined the economic importance of public transportation in Wisconsin to welfare reform and congestion management in Milwaukee and Madison. The results indicate that public transit provides over \$333.3 million in benefits to the welfare reform program.

Safety Programs. Average statewide safety belt use increased from 65.3% in 2000 to 69.8% in 2003. Deaths and serious injuries due to alcohol remained almost constant at 1,657 in 2000 and at 1,663 by the end of 2002. Pedestrian deaths and serious injuries decreased from 450 in 2000 to 386 by the end of 2002. Motorcycle rider deaths and serious injuries decreased from 692 in 2000 to 661 at the end of 2002. Legislatively, an additional annual \$200,000 was provided to the Motorcycle Rider Program and the 0.08 BAC per se law was enacted.

2003-2005 Goals

Long-Range State Transportation Plan. DTIM will be developing a long-range multi-modal transportation plan as an update to Translinks 21. This plan will address all modes of transportation in the state including highways, transit, rail, airports, local roads,

bicycle, pedestrian and water, for the next 25-30 years. It will also address a number of policy areas such as land use, environment, economic development, quality of life, aesthetics, environmental justice, and funding.

Automation of Local Federal

Transportation Programs. In April 2002, the automation of local entitlements effort began. The development of the infrastructure and the programming associated with this effort is complete and the goal is to deliver the three local programs, STP-Urban, STP-Rural, and Local Bridge for the 2005-07 program cycle using this new automated tool. Benefits of automated process include greater statewide consistency, increased efficiency in program delivery, and enhanced capabilities for program reporting and tracking.

Metropolitan Studies. The fiscal impacts at both the state and local levels over the next 20 years in the Milwaukee and Madison metropolitan areas will be studied. The analysis will include Southeast Freeway system reconstruction and capacity needs. Engineering will be conducted between Kenosha and Milwaukee to determine the need for commuter rail in this corridor. Studies will also be conducted in the Madison metropolitan area of the east/west and the north/south rail corridors.

State Highway Programs. Facilitate maximizing the benefit of expenditures for highway improvement, with respect to departmental policies and objectives. This includes managing the Backbone and Majors Programs, and facilitating both resource allocations and financing of the State Highway Rehabilitation Program.

Division of Transportation Districts

The Division of Transportation Districts (DTD) staff manages development and operations of 12,000 miles of state highways and participates in the development and management of local road and all-mode transportation projects.

Additionally, in cooperation with other modal divisions, DTD:

- Maintains working relationships with local units of government;
- Represents the Department in local and regional all-mode transportation issues and planning;
- Represents local and regional needs in departmental processes;
- Manages state access activities;
- Develops the six-year state highway program;
- Undertakes transportation studies including environmental impact statements;
- Participates in the development of processes, plans, policies, and standards; and
- Manages the safe and efficient operation of the highway system.

2001-2003 Performance

Service to the Public. State, federal, and local investments in Wisconsin highway construction and maintenance from FY02-03 totaled \$1.3 billion for 1,140 statewide projects.

Performance Measures. DTD now has performance measures established for all business areas which include project delivery, business services, and planning/operations. Goals for the measures are: to be cost effective, be on-time, produce quality

products and services, and achieve customer satisfaction.

Recent performance measures include: stable schedules for real estate, utilities and railroads; customer satisfaction; program effectiveness; maintenance condition of state highways; and legislative communication.

Declining Engineering Costs. The improvement performance measure for engineering cost shows a steady decreasing trend line from above 30% for FY95 and FY97 to an average of 26% in FY01 and FY02.

Project Management. DTD created a new team to expedite the implementation and provide modal-division support for the project management system. The team is developing a prototype tool to collect consistent project information.

Operating Budget. The division implemented standardized reports and quarterly reviews while tightening discretionary spending to meet legislatively mandated lapses.

2003- 2005 Goals

Service to the Public. The division's top priority is to continue providing the most important transportation services – planning; project delivery; operations and maintenance with the counties; and assistance to local governments -- in a fiscally constrained environment.

Position Reduction. Business area groups were charged with identifying specific permanent position reductions through efficiencies, activity abandonment, consolidation, regionalization, work sharing,

agreed-upon practices, process improvements, and outsourcing. This work will help to make long-term staffing decisions and pro-actively determine from which functional areas biennial budget position reductions will ultimately be taken.

Workload Balancing. The division is formalizing a process for sharing improvement project work across district boundaries. This will optimize the use of in-house resources while leveling the workload across all districts.

Marquette Interchange. The Department will begin reconstruction in 2004 of Milwaukee's Marquette Interchange, DOT's largest single project at an estimated cost of \$810 million. The project will be completed in 2008.

Implementation of Transportation Project Management System. The Department will fully implement the project management tool. Goals for this biennium include plans to

standardize project management processes and reports, have project managers develop detailed work plans with delivery budgets, and provide statewide training.

Resource Management. During the past several years, division managers and staff have worked hard to develop appropriate management tools such as performance measures, operating budget procedures, position management plans, project management, and modeling of work demands and available resources. These are tools that are necessary to efficiently manage and distribute staff and financial resources to meet Department goals.

As part of DTD's current business plan, the division will improve its methods, enhance the integration of tools, and increase the appropriate use of the tools among managers and staff.

Division of Transportation Infrastructure Development

The Division of Transportation Infrastructure Development's (DTID) mission is to ensure the development of safe operation of Wisconsin's airports, harbors, highways, and railroads. The division develops and implements effective processes, policies and standards, provides specialized expertise, and performs centralized production activities.

2001-2003 Performance

Major Airport Projects. \$156 million of work at 44 airports was completed in the biennium, an increase of 32% over the previous biennium. Completed projects include Dane County Regional Airport, Appleton's Outagamie County Airport, and Janesville's Rock County Airport. Forty airports have ongoing improvement efforts underway, including Central Wisconsin in Mosinee and General Mitchell International in Milwaukee.

Freight Rail and Harbor Assistance Programs. Five grants were awarded totaling \$8.8 million for rehabilitation on three rail lines, an option to purchase a line, and the demolition of a bridge. The Freight Railroad Infrastructure Improvement Program awarded \$10.5 million in loans to two railroads and six shippers. The Harbor Assistance Program awarded four grants totaling \$5,166,077: \$1,000,000 to the Port of Milwaukee, \$200,000 to the City of LaPointe, \$1,136,000 to the City of Sturgeon Bay, and \$2,830,077 to the City of Manitowoc.

Rail-Highway Crossing Safety. Highway-railroad crossing safety improvements were initiated on 130 projects. Eighty-two crossings were improved as part of transportation district highway improvement projects at a cost of \$8.3 million. Forty-eight

other crossings were improved as stand alone projects at a cost of \$9.2 million.

Community Sensitive Design. Community Sensitive Design (CSD) is a collaborative and interdisciplinary process that involves all stakeholders in transportation facility development to preserve scenic, aesthetic, historic and environmental resources, while maintaining safety and mobility. DOT has trained approximately 400 state and consultant staff on these concepts and is beginning to see these changes incorporated into our design process.

Real Estate Program. \$8.2 million was generated through \$6.2 million in surplus land sales and \$2 million from building sales (selling a house rather than demolishing it) and right-of-way leases. The Bureau of Highway Real Estate also made accessible both its Real Estate Program Manual and Local Public Agency Guidebook via the Extranet.

Bid Letting Process/Internet Bidding. Completed implementation of an Internet system for contractors to submit electronic bids for highway and bridge contracts; 90-95% of contractors use the system. This system reduces contractor overhead costs and DOT staff needs to conduct and process monthly bid lettings. A "Fast-Track" process was also created to expedite less complex projects through the centralized contract letting process.

Safety and Weight Enforcement Facility Improvements. The state's first Safety and Weight Enforcement Facility at Kenosha will be completed by October 2003. The facility includes a two-bay, fully enclosed inspection building to check brakes, lights, and other safety equipment on trucks year-round. This corridor carries large truck volumes and this

new generation of inspection facility will improve productivity for commercial vehicles as well as the inspectors.

Outdoor Advertising Sign Inventory and Annual Fee Process. A new annual fee process was implemented based on more reliable inventory information about the signs subject to control under state and federal law. Over 11,000 signs located off the highway right-of-way and adjacent to controlled highways are inventoried, generating fees exceeding \$400,000 in 2003, to offset the administrative costs for the sign program and the inventory system.

Recording Plats. Effective July 2003, all Transportation Project Plats (TPP) must be filed at the County Register of Deeds Office. Benefits include reducing legal descriptions preparation and review, providing better information to external stakeholders, and eliminating errors inherent in the previous process.

2003-2005 Goals

Access Management (Trans 233). Trans 233, an access management tool to preserve the state trunk highway system and keep it safe, is being reviewed to determine if the rule and administrative process are serving the intended purpose. Process changes are being implemented and DOT will continue to work with external stakeholders.

Disadvantaged Business Enterprise (DBE) Program Implementation. Create and implement a system for tracking actual payments to DBE firms to comply with various business and labor reporting requirements and to assist with goal planning. Continue implementation of the Wisconsin Unified Certification Program for firms. Set meaningful DBE goals and involve DBE firms in all phases of the Marquette Interchange Project.

Highway Maintenance. Funding to support the ongoing operation and maintenance of the state highway system was reduced in Act 33. The funding reduction will necessitate service level changes while traffic volumes continue to grow.

The Department will work to: raise awareness of the resource dilemma for highway operations; create an improved process to consider operations and maintenance commitments in conjunction with all capital investment decisions; formulate for explicit consideration a “fix it first” philosophy to assure that the investments already in place are more effectively utilized and provide the intended service to the public; use emerging asset management tools and best practices to lower life cycle costs to reduce overall funding demands; and incorporate maintenance and operations needs directly into the Department’s long range planning process.

Electronic Bidding Document Distribution. Develop the ability for contractors, suppliers, and the general public to view, download, and purchase contract-bidding documents on-line. This self-service process will allow 24/7 availability to these bidding documents and greatly reduce DOT staffing requirements and costs now needed to perform the non-electric distribution process.

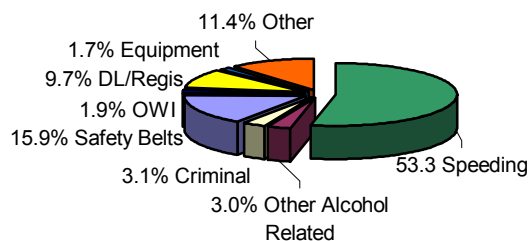
Reducing DOT Resources needed for Construction Contract Administration. Numerous ideas are being evaluated by a multi-stakeholder workgroup for ways DOT can reduce costs in this area including: paying plan quantity on selected items without measurement; milestone certifications and inspections in lieu of continuous inspection; expansion of warranties; using more lump sum items to reduce measurement costs; and evaluating new automation to reduce measuring and inspection costs.

Division of State Patrol

The Division of State Patrol's (DSP) mission is to promote highway and public safety and to enhance the quality of life for all Wisconsin citizens and visitors by providing and supporting professional, competent, and compassionate law enforcement activities. The Division of State Patrol develops and implements statewide mobile voice and data communication, administers breath and alcohol testing programs, provides public education, while partnering with a variety of local, federal, and state agencies.

2001-2003 Performance

Enforcement Activities. In calendar year 2002, DSP made 813,975 enforcement and safety contacts. This resulted in 179,412 total arrests. The remaining non-arrest contacts include areas such as warnings, motorist assists, crash investigations, vehicle inspections, and assistance to other law enforcement agencies. The following chart is a breakdown of the overall arrests made in CY02.



High-Tech Crash Reconstruction. Crash reconstruction experts implemented widespread use of airbag retrieval data collection software and upgraded the use of total station survey equipment, crash-zone drawing software, and reconstruction physics programs. In 2002, officers reconstructed 193 high profile crashes across the state, 66% were for local police agencies. Many of these cases resulted in

convictions (or are pending) for serious offenses such as homicide or causing injury by intoxicated or negligent use of a vehicle. In addition, new software and infrared camera technology has been incorporated.

Motor Carrier Safety Assistance Program (MCSAP). In 2002, MCSAP completed 40,688 inspections, a 33% increase from 2001 and 10,000 more than any previous year. Increased inspections and enforcement reduced commercial vehicle crashes by 16%. Inspectors performed more than 200 compliance reviews (audits of commercial carrier firms) and 229 motor coach inspections. This federal program expanded its safety activities by hiring seven new civilian staff to conduct Compliance Reviews (carrier audits) and new entrant audits.

Mobile Data Communications Network (MDCN). In 2002, DSP added six gap filler sites to provide coverage in weak signal areas, installed a new message switch that has increased speed and reliability, and increased local, federal, and other state law enforcement agency subscribers to 142.

Digital Microwave Communications Path. State Patrol upgraded its wireless communication path with master lease funding to improve the microwave backbone that supports all the statewide communication systems. Digital technology provides improved reliability for voice and data communications, which includes over 140 law enforcement agencies.

Computer Aided Dispatch (CAD). The State Patrol continues to implement the main elements of CAD, increasing the efficiency and effectiveness of information exchanged among troopers, inspectors, police communication operators, and management

staff. When fully implemented CAD will provide complete integration of the Mobile Data Computers with the Mobile Data Communications Network. CAD will permit interaction among all State Patrol districts, improve data collection, and enhance the safety of officers.

Academy. In 2002, the Academy conducted 80 programs with 2,544 students attending from State Patrol and other state, county, federal, and municipal agencies. In FY03, the programs collected tuition-related revenue of \$411,250. State Patrol, working with federal funding through the Governor's Office of Justice Assistance, administers the Police Corps Program. Designed to address violent crime and advanced education on community patrol in areas of great need, Police Corps graduated 13 officers in 2002.

Safety and Weight Enforcement.

Inspectors completed 35,854 motor carrier reports in 2002 compared to 30,338 in 2001. In 2002, State Patrol installed two weigh-in-motion and electronic screening systems (Pre-Pass). Pre-Pass checks participating motor carriers without the trucks exiting the main highway. This technology enabled checks of more than one million trucks and increased efficiency by concentrating efforts on carriers that may not comply with regulations.

2003-2005 Goals

Highway Safety. The division will coordinate, fund, and deliver statewide activities to increase: seat belt use from 69.8% in 2003 to 73% by the end of 2005, decrease alcohol-related fatalities and serious injuries from 1,663 in 2002 to 1,120 by the end of 2005; speed-related fatalities and serious injuries from 1,769 in 2002 to 1,630 by the end of 2005; pedestrian

fatalities and serious injuries from 386 in 2002 to 325 by the end of 2005; and motorcycle fatalities and serious injuries from 661 in 2000 to 630 by the end of 2005.

Law Enforcement Pursuit Data

Collection. The division will complete a major redesign of its electronic pursuit-reporting database. The new electronic reporting system is "user friendly" requiring each reporting agency an Internet connection to submit pursuit reports electronically and to retrieve supporting documents (e.g., officer instructions). The paper report forms were also revised, instructions were rewritten, and the entire package of pursuit reporting information was sent to every Wisconsin law enforcement agency. The database will encourage further electronic reporting by other agencies thus reducing the amount of in-house data entry by the State Patrol. The new software, once fully implemented, will make data retrieval and report writing faster and more flexible for analytical needs.

Motor Carrier Safety Assistance Program

(MCSAP). MCSAP will be working on technology related programs, including: Commercial Vehicle Information Exchange Window (CVIEW); Aspen and the 2 D barcode project, which will ease the data upload and the immediate sharing of standardized, critical safety data nationwide. An automated repair affidavit process will be implemented to assure that carriers have corrected violations found during an inspection. There will be a continuing effort to partner with and support others agencies with compatible safety goals. The compliance review and new entrant programs will also grow from projected goals of 200 inspections to over 1,000 inspections.

Division of Motor Vehicles

The Division of Motor Vehicles (DMV) provides vehicle registration and titling services; driver examination and licensing; dealer regulation and licensing; services to motor carrier operators; commercial driving school regulation and consumer protection services. DMV handles the registration of 5.09 million vehicles and licenses 3.8 million drivers. DMV maintains a Customer Satisfaction Index (CSI) to measure customer satisfaction with telephone, in-person, mail, and electronic services.

2001-2003 Performance

DMV Redesign. A major computer system development effort was undertaken to modernize and improve the vehicle title, vehicle registration, disabled parking, vehicle emissions, and parking citation systems.

Revised Drunk Driving Law. Implemented changes in state law for drivers convicted of two or more operating while intoxicated (OWI) offenses within any 5-year period.

Suspensions for Failure to Pay Forfeitures for Juvenile Violations. In 2001, courts regained the authority to order driver license suspensions for failure to pay forfeitures for juvenile (FPJ) non-traffic violations. In the first full year after restoration of authority, courts ordered 15,923 suspensions.

Registration Renewal Advertising Pilot: DMV conducted a pilot that mailed advertising in registration renewal notices. The project proved successful in offsetting DMV costs.

Commercial Vehicle Information Systems and Networks (CVISN). DMV led DOT's CVISN Program. Achievements included: work on Internet application for interstate

registration and fuel tax; installation of electronic screening of trucks at two scale facilities; development of data hub to share real-time carrier safety information nationally.

Oversize/Overweight (OS/OW) Vehicle Permitting System. Permit system improvements include on-line renewal of multiple-trip permits, upgrade to financial procedures, and pilots of automated issuance and credit card payment.

License Plates Program. Plate reissuance began for autos and light trucks, and new special group plates were issued for Green Bay Packers, Ducks Unlimited, Laotian war veterans, Freemasons, and a new veterans motorcycle plate. In April 2003, the new 4 by 7 inch motorcycle plates were introduced.

DMV Fraud Prevention. A fraud database was created to ensure product viability through analysis and evaluation by location, transaction type, source, documents, etc.

Automated Knowledge Testing. Installed equipment to enhance the security and integrity of the driver knowledge test, including foreign language and audio testing.

Efficiencies and Administrative Improvements:

- Service center customer calls were routed to centers in Milwaukee and Madison via a toll-free number. Automated messages were updated and available 24/7.
- Joined the International Registration Plan (IRP) Clearinghouse. Electronic data and fee transactions with other jurisdictions save staff time and reduce paperwork.
- Driver License Cancel/Denial/Surrender was redesigned to allow products to be issued directly to the customer at customer service centers.

- Occupational License Issuance was redesigned to include eligibility check and issuance.
- Title applications are digitally scanned, eliminating microfilming. Records are available to staff on their desktop allowing for improved one-call service.
- Rule changes to expand availability of multiple-trip OS/OW permits for mobile homes resulted in greater efficiencies for both DOT and industry.
- License reinstatement transactions moved from field service centers to the central office via mail processing of 20,000 reinstatement transactions each year.
- Vehicle renewals can be processed at all vehicle inspection/maintenance stations.
- Partnering opportunities allow Certificates of Title to be printed at vehicle auctions.
- Internet use expanded to enable customers to download frequently used forms, including Spanish versions; provide dealer licensing and consumer services; and a link to CarFax, free of charge.
- The Wisconsin Law Manual is now available on-line for law enforcement agencies to download.
- Implemented a phone-based system that allows a driver to order their driving record, which is then automatically mailed.
- Converted teletype contacts between service centers and central office to e-mail, eliminating equipment and improving communication.

2003-05 Goals

DMV Redesign. Redesign efforts will focus on driver license inquiry and reinstatements, electronic transmission and automatic update of the Driver Safety Plan and Assessment Reports, and completing the vehicle system.

Implement Legislation (state and federal).

- Wisconsin will be in compliance with federal operating while intoxicated (OWI)

requirements by September 2003 with the implementation of blood alcohol content (BAC) level of 0.08 on first violations.

- Implement Motor Carrier Safety Improvement Act (MCSIA) of 1999 by September 2005. Broadens Commercial Drivers' License (CDL) disqualifications for serious traffic offenses, including those committed in the driver's non-commercial vehicle.
- USA Patriot Act of 2001. Implement restrictions on issuance and renewals for Hazardous Materials endorsement of the Commercial Driver License.

Motor Carrier Insurance/Authority Redesign. Upgrade existing obsolete systems, and allow submittal of applications and insurance filings on the Internet.

International Fuel Tax Agreement (IFTA) and International Registration Plan (IRP) Electronic Credentials. Implement a system for carriers to apply for and receive interstate registration and fuel tax credentials via the Internet.

Oversize/Overweight Vehicle Permitting System. Complete the implementation of an automated permit routing and issuance system.

Telephone Call Queuing System. Replace discontinued equipment, evaluate and implement a new automated call distribution system to deliver calls and computer-based information to DMV telephone staff.

Division of Business Management

The Division of Business Management (DBM) provides services for other divisions in DOT. The Bureau of Financial Services oversees development and operation of the departmental financial management system, payroll and fringe benefits; as well as external auditing of consultants, transit systems, and utilities. The Bureau of Automation Services manages data processing programs, telecommunication programs, and information systems development for the Department. The Bureau of Management Services is responsible for facility, fleet, safety, purchasing, and other services to DOT employees and programs. The Bureau of Human Resource Services is responsible for personnel services, training, employment relations, employee assistance, and oversight of the affirmative action programs. The Office of Organizational Development Services is responsible for strategic/business planning, performance measures, management development training, process improvement, and business reengineering and customer surveys.

2001-2003 Performance

Management Information Improvement Project (MIIP). Implemented the first data warehouse at DOT. The infrastructure is now in place that will allow the retrieval of data for management reports from a variety of databases. Initial focus was on financial information and the data needed by the Division of Transportation Districts managers to meet their performance measures. Future enhancements will provide more information and ad hoc reporting.

General Accounting Standards Board. The Department successfully complied with GASB 34 (General Accounting Standards Board), which required a valuation of the Department's infrastructure. The project

involved developing an historical estimate of our current infrastructure and a process to include additions and deletions to the database over time. The results of this project were first reported in the Wisconsin Comprehensive Annual Financial Report for FY02.

Fiber Optic Network. The division developed and is expanding a statewide fiber optic network to support DOT's security, law enforcement, and traffic operations. The DOT fiber optic network provides the capacity to interconnect State Patrol districts, local law enforcement, and other public safety entities statewide. It allows DOT to monitor vital transportation structures such as bridges, to communicate information for traffic management, and to coordinate incident response. The fiber network is used by DOT to provide timely traveler information such as congestion, detours, weather, and road conditions across the state, and to operate information signs located along the interstate highways.

DOT Internet Site Redesign. The redesign of the entire Internet site for DOT, with emphasis on an efficient layout and architecture made the new site readily accessible and usable by the public. The site won the American Association of Motor Vehicle Administrators' (AAMVA) award from the Midwest for best internally developed site and was recently awarded the first place international award in this same competition.

Fleet Management. DOT worked with four other major state agency fleets to improve services by improving vehicle utilization, developing a statewide fleet database, and developing a statewide contract to outsource key vehicle maintenance activities.

Printing Services. DBM Printing Services and the DTID Bureau of Highway Construction collaborated to develop a process to create and store digital construction plans. The process allows plans to be transmitted instantly and retrieved on-line.

Safety. A Defibrillator Program at Hill Farms now makes available automatic defibrillators throughout the building, and trained staff to assist in a cardiac arrest emergency.

Risk Management. An Owner Controlled Insurance Program (OCIP) was initiated for the Marquette Interchange highway project. The Department is accepting proposals for an insurance program that would cover all activities, risks and exposures associated with the project, to improve safety and realize significant savings.

Facilities Management. Comprehensive regional property management contracts were implemented for most DOT buildings in order to improve services for those occupying the buildings.

Materials Management. Warehouse operations were significantly modified to meet current DOT needs by discontinuing stocks of tools, and adding stocking and distribution of DMV license plates and systems furniture.

Amtrak Station. The Department took over management of the Amtrak Station from a private owner in downtown Milwaukee and invested in correcting substantial building maintenance deficiencies. Passenger areas were improved and upper-floor space was renovated to allow engineering consultants for the nearby Marquette Interchange Project to locate in the building.

DSP Stress Study. The Division of State Patrol and the Employee Assistance Program have begun Phase Two of a federally funded study of stress for our enforcement-related

employees. Phase One of the study, completed during the 2001-2003 biennium, identified stress factors for law enforcement employees of DSP. The next phase will look at the findings of Phase One and develop and implement programs to reduce this stress. Eventually, the plan will be to expand these approaches to other areas of the Department.

Leadership Training. The Department kicked off the DOT Leadership Series with a one-day class entitled "Managing Effectively in a Changing Environment." The class was presented to all senior managers, section chiefs, and supervisors. A series of five elective courses targeting supervisors and managers also began including teambuilding, negotiation skills, presentation skills, coaching for performance, and communication skills.

2003-2005 Goals

Risk Management. Aldrich Chemical, located in the heart of the Milwaukee Marquette Interchange, will be removed as part of the Marquette Interchange Project. The demolition of that property poses a wide variety of environmental risks. DOT will manage the decommissioning, decontamination, and demolition of that site through an environmental consultant.

Safety. The Department will work to make significant reductions in injuries in response to the Governor's Executive Order on employee safety. These efforts will build on efforts already underway to reduce employee vehicle crashes and falls in the workplace.

Facility Management—Capital Projects. The Department will complete a major radio tower upgrade project by renovating 27 towers to eliminate coverage gaps in the current network. These changes will improve trooper safety and response times in areas where radio coverage is currently inadequate or nonexistent.

Department-Wide Flexible Work Schedules

The Department presently has 506 different work schedules used by its 3,544 full-time employees. These schedules allow employees to adjust their starting and leaving times and lunch breaks flexibly. They also allow three-and four-day workweeks for some employees.

The Department's 173 permanent part-time employees use another 148 different work schedules. These range from 0.3 to 0.95 FTE.

Finally, the Department hires 17 seasonal employees annually to meet short-term needs.

For More Information

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Transportation District Directors -

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Waukesha, 141 NW Barstow St., 53187-0798 Les Fafard,, (262) 548-5682

Green Bay, 944 Vanderperren Way, PO Box 28080, 54324-0080, Will Dorsey, (920) 492-5684

Wisconsin Rapids, 1681 2nd Ave. South, PO Box 8021, 54495-8021, Mike Berg, (715) 421-8300

LaCrosse, 3550 Mormon Coulee Rd., 54601-6767, Joseph Olson, (608) 785-9026

Eau Claire, 718 W. Clairemont Ave., 54701-5108, Donald Gutkowski, (715) 836-2891

Rhineland, Hanson Lake Rd., PO Box 777, 54501-0777, Daniel Grasser, (715) 365-3490

Superior, 1701 N. 4th St., 54880, Jerry Mentzel, (715) 392-7927

State Patrol District Commanders -

Deforest, 911 W. North Street, P.O. Box 610, 53532, Captain David Heinle, (608) 846-8500

Waukesha, 21115 East Moreland Blvd., 53186-2985, Captain Varla Bishop, (262) 785-4700

Fond du Lac, 851 S. Rolling Meadows Drive, P.O. Box 984, 54936-0984, Captain David Pichette (920) 929-3700

Wausau, 2805 Martin Ave., P.O. Box 5157, 54401-7172, Captain Jeffrey Frenette, (715) 845-1143

Tomah, 23928 Lester McMullin Dr., P.O. Box 604, 54660-0604, Captain Arnold King, (608) 374-0513

Eau Claire, 5005 Hwy. 53 South, Hwy. 53 @ I-94, 54701-8846, Captain Marsha Wiley, (715) 839-3800

Spooner, W7102 Green Valley Rd., 54801, Captain Lee McMenamin, (715) 635-2141

State Patrol Academy, 95 South 10th Ave., Gate 15, Ft. McCoy, 54656, Lieutenant RoxAnn King, (608) 269-2500

Motor Vehicle District Managers -

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Fond du Lac, 833 S. Rolling Meadow Dr., 54936-2067, Jill Hjelsand, (920) 929-3720

Onalaska, 9477 Hwy. 16 E., 54650-8527, Donald Reincke, (608) 789-4630

Rice Lake, 735 West Avenue, 54868-1359, Richard Gietzel, (715) 234-3773

Green Bay, 942 Vanderperren Way, 54304-5344, Linda Lewis, (920) 492-5731

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